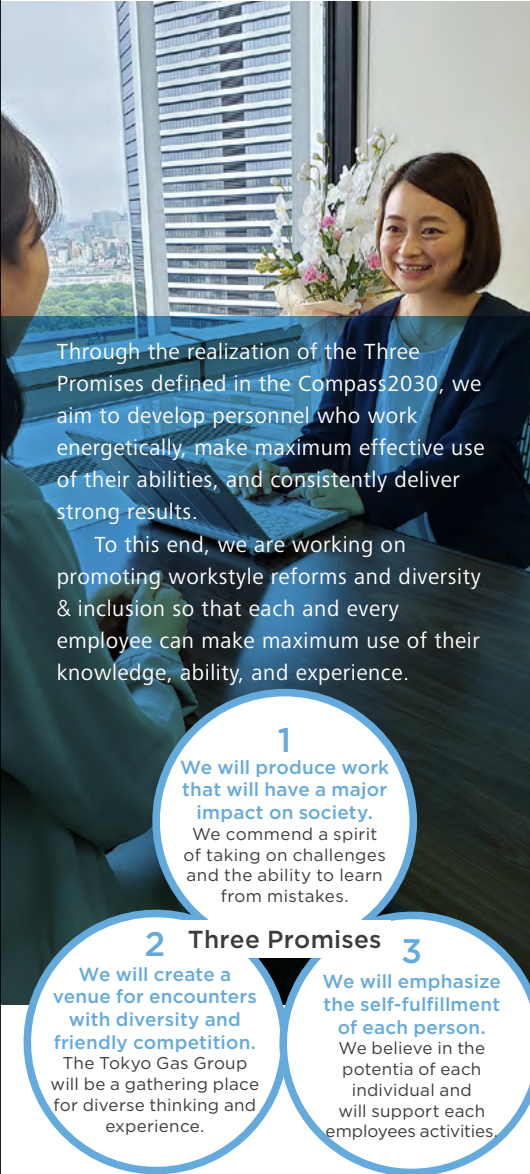


# INVISIBLE ASSETS



Personnel Strategy

# Personnel Strategy



Through the realization of the Three Promises defined in the Compass2030, we aim to develop personnel who work energetically, make maximum effective use of their abilities, and consistently deliver strong results.

To this end, we are working on promoting workstyle reforms and diversity & inclusion so that each and every employee can make maximum use of their knowledge, ability, and experience.

1

**We will produce work that will have a major impact on society.**

We commend a spirit of taking on challenges and the ability to learn from mistakes.

2 Three Promises

**We will create a venue for encounters with diversity and friendly competition.**

The Tokyo Gas Group will be a gathering place for diverse thinking and experience.

3

**We will emphasize the self-fulfillment of each person.**

We believe in the potential of each individual and will support each employee's activities.

## Personnel hiring and development

In order to continue to create value with customers, business partners, and society while becoming a leader in the future energy system, we strive to hire and foster personnel who can flexibly cope with the changing business environment and play a core role in diverse fields.

## Workstyle reform (Improving productivity and achieving a healthy work-life balance)

In order to enable each and every one of our employees to work energetically and make maximum effective use of their abilities, we are working proactively to rectify and reduce long working hours, and to implement workstyle reforms with awareness of "the value of time," which we regard as important issues for management involvement.

## Promoting diversity & inclusion (Promoting active roles for diverse personnel)

The Tokyo Gas Group has established a basic policy to promote diversity & inclusion with the aim of becoming a corporate group in which each and every Group employee can make maximum effective use of their knowledge, skills and experience, and play an active role. Based on the "Diversity Top Management Commitment," we are promoting diverse workstyles and empowerment of diverse personnel, including women's empowerment, more employment of disabled people, and support for the career development of employees in their 50s and over.

### Hiring personnel with high levels of expertise

In addition to hiring new graduates for specific job types (in humanities, sciences and the professional domain), we also engage in flexible hiring of students excelled in certain fields as well as experienced and highly-specialized mid-career personnel.

### Strategic shift to growth domains

In addition to our gas business, we also prioritize assignment of personnel to strategically-important fields such as our overseas, electric power, trading and other business operations. In this way, we are promoting growth and expansion in a diverse range of fields.

### Developing business leaders

We train business leaders who will lead the Tokyo Gas Group in the future, with a training program that focuses primarily on development through a wide range of on-the-job training (OJT) experiences gained by means of transfers and rotations, combined with additional off-the-job education and training (OFF-JT).

Hiring, fostering and placing of personnel who realize "Compass2030"

### Specific initiatives

Collaborative work space of a new office of the Digital Innovation Division



#### Promoting workstyles with awareness of the value of time

- Each workplace to set a day that everyone leaves office on time, etc.

#### Environmental improvement to allow diverse personnel to display their full potential

- Introducing a "Work Anywhere" program which eliminates restrictions on working location (work at home, mobile work)
- Improving satellite shared offices
- Improving the office environment toward further improvement in productivity
- Working to create workplaces that enable innovation to occur
- Work in a Free-form Animated Manner (online video conferencing, office reforms, etc.)
- Promoting automation / mechanization using ICT, and more sophisticated use of data (utilizing RPA, audio AI, etc.)

### External Evaluation

Selected as a Nadeshiko Brand



Granted Kurumin certification



Selected as a Health & Productivity Stock



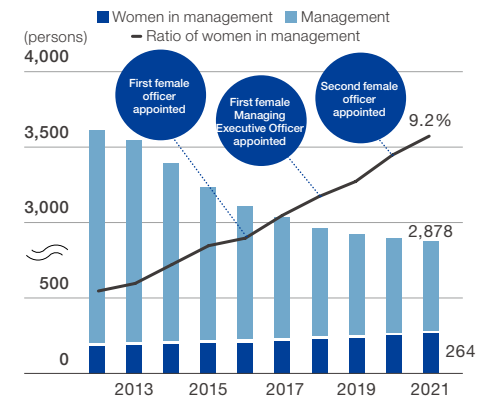
### Targets and results

Targets in promoting women's empowerment	FY2020 results
11% or more for the ratio of women in management by fiscal 2025	8.7%
100% utilization rate for a system that helps both male and female workers balance careers and taking care of children	93.5%

### Specific initiatives

Promoting employment of people with disabilities	<ul style="list-style-type: none"> <li>■ Employment rate of 2.54%, exceeding the mandatory rate (as of June 2021)</li> <li>■ Established a liaison committee to promote employment of disabled people as a group</li> <li>■ Working to create safe and comfortable working environments</li> </ul>
Career development support for employees in their 50s and over	<ul style="list-style-type: none"> <li>■ Established the "Grand Career System" to support career development for employees in their 50s and over, through training sessions and interviews with career consultants, etc.</li> </ul>

### Ratio of women in management at Tokyo Gas



Lifeval (the last mile operator)

# Lifeval—the last mile operator of Tokyo Gas



Maintenance Group,  
Izumi Outlet  
Yokohama Totsuka  
Tokyo Gas Lifeval  
Tokyo Gas Ecomo Co., Ltd.

**ABE Masaru**

Our bonds and relationships of trust with our customers, developed over the past 136 years, are our greatest strength.

Tokyo Gas Lifeval acts as the face of Tokyo Gas in each community. We precisely meet customers' needs and serve as a one-stop provider of products and services that help improve the quality of life, in order to build close ties with individual customers.

## Speedy response to customers and various efforts made in direct contact with them

I am in charge of repairing gas appliances in an area of around 150,000 households in Izumi-ku, Totsuka-ku, and Sakae-ku in the city of Yokohama and I visit 5-10 customers per day. When a customer requests a repair, I try my best to visit the customer as soon as possible and promptly complete the repair, so as not to cause inconvenience to the customer's life. I also have to tailor my visit to the lifestyle of the customer who will be present for the repair and efficiently and safely complete the repair. In order to accomplish this, I make continuous efforts to obtain knowledge and know-how needed for the repair, and to prepare in advance and bring all parts which may possibly be needed, depending on the type of repair.

## Communication aimed at obtaining new business opportunities

I am in my twelfth year with the company. When I was assigned to repairs, I had little specialized knowledge of repairs. I have therefore absorbed knowledge and knowhow from my seniors and steadily accumulated experience. I have also accompanied my sales

associates and learned how to communicate well with customers. I now can make proper greetings and explanations to customers by myself, depending on their situation. I try to speak slowly and clearly to elderly customers, while I explain repair details concisely and accurately with fewer words to customers who are busy. To every customer, I make sure to say after the repair, "Please feel free to let me know if you have any problems related to your residence, other than gas appliances." This has led to consulting about customers' plumbing problems and receiving a designated order for renovations in many cases. I will continue to make various improvements so that I can receive new requests.

## As the last mile operator of Tokyo Gas, we are committed to helping support customers' lives

Our job is to closely ascertain the needs of customers through direct contact with them and provide solutions that are actually necessary. This cannot be possible unless we establish bonds and relationships of trust with customers. In addition to conducting thorough and reliable repairs, I try to remember the customer's name and the conversation I had in the past and to show up at their residence

when I am in the neighborhood. Such small encounters, when they accumulate, enhance relationships of trust with customers, capture their needs in a timely manner, and lead to new business opportunities. I am determined to continue to enhance my technical skills, cherish the contacts with customers, and help them to create a safe, reliable, and pleasant lifestyle.



## Bonds with customers\*1

Community-based	Outlets	<b>156 outlets</b>
	Employees	<b>13,000</b>
Direct contacts	Repairs, etc.*2 and periodic safety inspections*3	<b>5.2 million contacts</b>

\*1 Including Enesta and Enefit

\*2 Repairs, etc. include opening/closing of gas fixtures.

\*3 FY2020 results

# LNG infrastructure engineering capability



## Accumulated “user know-how” regarding LNG engineering

Since 1969, when we first imported LNG in Asia, Tokyo Gas Engineering Solutions Corporation (TGES) has been engaged in the LNG value chain from upstream to downstream. The company is accumulating “user know-how”, thanks to its technologies, knowledge, and experience, obtained from design, construction, and consulting services for close to one half of the LNG terminals in Japan (20+), including LNG receiving terminals owned by Tokyo Gas (Sodegaura, Negishi, Ohgishima and Hitachi), and their operation and maintenance (O&M).

## World top-class LNG engineering capability

We have accumulated “user know-how” regarding LNG facilities—from tanks and other main facilities to peripheral ones of LNG terminals— as we became an expert on various and numerous LNG facilities in Japan and overseas and mastered “what works” and “what does not work” through abundant design experience and O&M practice over many years. We thus provide numerous engineering solutions to improve reliability, reduce risks, and raise efficiency and achieve labor saving in O&M from the customer’s viewpoint. With regard to

pipelines for the stable, safe supply of gas, we are also experienced in a wide range of engineering services, from feasibility studies and planning to design, construction, and O&M.

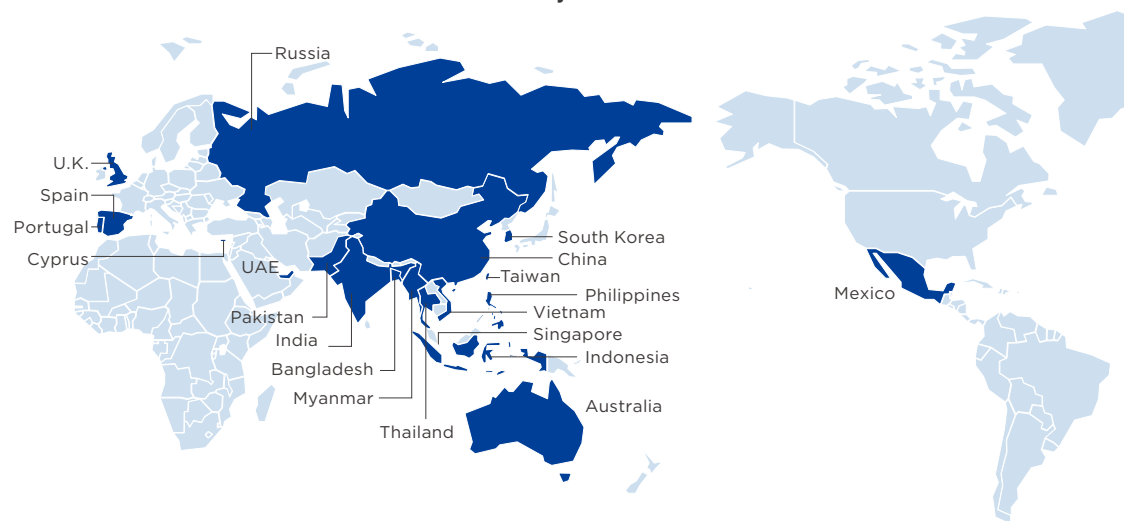
## Overseas achievements

Being accredited for advanced LNG technologies cultivated in Japan and our abundant experience, we have been engaged in LNG engineering services overseas since the late 1970s. Our list of achievements includes more than 20 LNG

terminals and over 100 projects in 20 countries and regions. We are further advancing our engineering capability and know-how by utilizing our network of engineers and engineering companies in various countries, which was established through overseas projects. Such a business growth spiral has helped us to receive a large-scale consulting service project that required about 60 personnel and to acquire an entire management order for construction of a large LNG terminal in recent years.

The Tokyo Gas Group plans to leverage its LNG infrastructure engineering capacity, cultivated in the LNG value chain from upstream to downstream for a half century, and aims at overseas business expansion mainly in Asia, where demand for natural gas is increasing.

## TGES’ Overseas Project Achievements



# Safe and stable energy supply infrastructure



## Measures to help customers use gas with ease of mind

### Earthquake-resistant production and supply facilities

We adopted structural designs with superior anti-seismic properties for LNG terminals, and introduced materials that are resilient to ground deformation to our pipeline network. As a result, our city gas production and supply facilities are highly resistant to seismic activity, even in the case of major earthquakes, such as the Great Hanshin-Awaji (Kobe) Earthquake, or the Great East Japan Earthquake.

### Development of a disaster-readiness system

We have developed a disaster-readiness system, which subdivides our low-pressure pipeline network into approximately 300 blocks and remotely stops the supply of gas, in block units, depending on the extent of the damage. This enables minimization of the impact of supply stoppages and prevention of secondary damage.

Moreover, in order to resume gas supply to areas without damage on the day of the earthquake, we have adopted a remote operating system to resume gas supply to such designated areas. This system has been in place since fiscal 2014.

In order to help our customers use gas with ease of mind, we are working on various safety measures. They include earthquake-resistant measures for production and supply facilities, development of a disaster-readiness system for a large earthquake, and safety inspection of customers' gas equipment.

In order to fulfill our public duty as an integrated energy company, we intend to further enhance the resilience of our natural gas infrastructure in the Tokyo metropolitan area, which is the center of politics, the economy, and industries.

### Monitoring and control of production and supply facilities, and safety inspection of gas facilities

The Supply Command Center performs 24/7 monitoring and control of the status of operation of city gas production and supply facilities. When the Safety Command Center receives gas leak reports from customers, personnel at Gaslight 24 will immediately visit the reporting customer to take swift action even on holidays or at night.

We conduct inner-pipe leakage testing and periodic safety inspections of gas appliances for all customers at least once every four years.

### Safety know-how and measures to prevent earthquake disasters

Resistance to seismic activity	High level of resistance to seismic activity, even in the case of major earthquakes, such as the Great Hanshin-Awaji (Kobe) Earthquake, or the Great East Japan Earthquake
Subdivision of units for supply stoppage in the event of an earthquake or other disasters	Subdivided the medium-pressure pipeline network into 25 blocks
	Subdivided the low-pressure pipeline network into approx. 300 smaller blocks
Periodic safety inspection	Installation of 4,000 seismometers (SI sensors)
	2.66 million (FY2020)

## Enhancement of resilience functions

We are accelerating enhancement of the resilience of our natural gas infrastructure in the Tokyo metropolitan area by creating our second circular trunk pipeline network through the opening of the Ibaraki Main Pipeline in March 2021 and by enhancing cooperation with local governments and other infrastructure companies.

